

Partners Project Team

MANAGEMENT DEVELOPMENT PLAN

For

FPMD Institutional Support to Partners in Population and Development

Family Planning Management Development (FPMD)

Project Number: 936-3055

Agreement Number: CCP-A-00-95-00000-02

Office of Population, USAID

Management Sciences for Health

165 Allandale Road

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MANAGEMENT DEVELOPMENT PLAN

FOR

**FPMD Institutional Support to
Partners in Population and Development**

PREPARED: July 1997

FAMILY PLANNING MANAGEMENT DEVELOPMENT PROJECT
Management Sciences for Health

Cooperative Agreement No.: CCP-3055-A-00-5000-00
Activity Codes No.: A0300 NITPP

I. Background

Partners in Population and Development (Partners) is an alliance of developing countries established specifically to realize the concepts of South-South collaboration which arose out of the Cairo Programme of Action developed and endorsed by the nations attending the United Nations International Conference on Population and Development (ICPD) held in Cairo in 1994. The ten original developing country members of this initiative are Bangladesh, Colombia, Egypt, Indonesia, Kenya, Mexico, Morocco, Thailand, Tunisia and Zimbabwe--all recognized as having developed effective population policies, programs and services, and as being strongly committed to implementation of the ICPD Programme of Action. These countries have recently been joined by China, an eleventh member country. This initiative has been supported since its inception by the Rockefeller Foundation, the United Nations Population Fund (UNFPA) and the World Bank.

The two main goals of the Partners initiative are:

- Expansion of South-South collaboration to improve the quality and accessibility of reproductive health and family planning programs, and
- Rapid and effective implementation of the Cairo Programme of Action through submission of good South-South project proposals to donor agencies and developing country governments.

Partners is governed by a Board of Directors comprised of Ministers, or their equivalents, responsible for reproductive health/family planning in the member countries. A small Permanent Secretariat was opened in September 1996 in Dhaka, Bangladesh, to facilitate and advance the goals of the Partners. The Secretariat's functions include:

- Helping developing countries wishing to work together to find out about each others' programs and to prepare good proposals, which would result in long-term opportunities for technical collaboration.
- Setting up a clearinghouse of information about South-South activities so the developing countries and donors can find out about opportunities and resources for collaboration.
- Steering the proposals to the right donors and assisting the countries in negotiating with these donors.

Institutional support from Management Sciences for Health (MSH) through its Family Planning Management Development (FPMD) Project has been requested to strengthen the capacity of the Partners in Population and Development and its Secretariat in several areas as outlined below.

II. Result (Goal) and Sub-Results (Objectives) of FPMD Technical Assistance

Result- This technical assistance in institutional support and capacity building is expected to enhance the ability of Partners in Population and Development to meet its goals of improved quality and accessibility of reproductive health and family planning programs through expanded South-South collaboration.

Sub-Results- The three sub-results of FPMD technical assistance to Partners are related to and will be directed toward several specific, stated functions of the Secretariat as noted in the Background section above. These are:

1. Features of member country programs which have particular salience for South-South technical exchanges will be identified and classified through country needs assessments.
2. An information exchange strategy and related mechanisms, including electronic communication systems, will be developed to facilitate communications between member countries.
3. Policies, procedures and practices related to personnel, finance, accounting and procurement systems will be developed and used by the Partners Secretariat.

III. Activities

The activities listed below are related to the specific objectives of FPMD technical assistance as stated above and they are numbered accordingly.

1. Identification and classification of features of member country programs
 - Meet with Secretariat staff in Dhaka and, together, design a framework, plans and a schedule for undertaking three country needs assessments
 - Undertake the first assessment, in Bangladesh, of the strengths and weaknesses of the national family planning/reproductive health program and the capacity of the program to host technical exchanges from and to provide other assistance to other Partners member countries.
 - Based on this first assessment, work with Secretariat staff to finalize guidelines which can be used to undertake the balance of country studies.

- Using these guidelines, undertake at least two other country studies (Morocco and Zimbabwe have been proposed) with in-country consultants and Secretariat staff to enable the latter to undertake studies in the remaining member countries.
 - Develop a system for classification of member country program features, including areas in which country programs are already prepared to provide exchanges and assistance as well as those areas in which resources must be further developed for which they might solicit assistance from other member countries.
2. Development of an information exchange strategy and related mechanisms, including electronic communication systems, to facilitate communications between member countries.

(This activity will be implemented in several phases; specific activities for the first phase are listed in greater detail followed by illustrative phases to be determined as part of the first phase activities. See Annex 1 for a detailed description of these activities).

- Phase 1-- Joint development of a strategy paper and workplan for information exchange
- Meet with Secretariat staff in Dhaka to develop plans for data collection and strategy development workshop
 - Develop a survey instrument to assess basic information and communication infrastructure and resources available in each Partners member organization.
 - Undertake a survey by mail of member organizations, analyze results and present them to the Secretariat.
 - Using results of the assessment, develop an information exchange strategy paper complete with requirements for technical support and equipment needs during a one-week workshop for selected Partners representatives, to be facilitated by FPMD staff
 - Present the strategy paper to the Partners, through the Secretariat, and develop a workplan with Secretariat staff for activities to follow Phase 1. This workplan will include the necessary level of resources and determine which of the following illustrative components should become part of the workplan.
- Phase 2-- Create an Advisory Group and Product Development Team
- Phase 3-- Expand access to Information Communications Technology (ICT) among the Partners member organizations

- Phase 4-- Development of Communication and Information Exchange mechanisms using ICT
- Phase 5-- Develop and pilot basic information and communication services for select member organizations
- Phase 6-- Extend access to information products to all Partners member organizations
3. Development of policies, procedures and practices related to personnel, finance, accounting and procurement systems for use by the Secretariat.
- Visit UNFPA/UNDP headquarters in New York to determine their rules, regulations and mechanisms for management of Partners Trust Fund
 - Travel to Dhaka to work with the accountant of the Partners Secretariat to develop procedures and templates for internal financial and accounting systems; customize existing software or select appropriate alternative packages as needed. (Emphasis will be placed on budget monitoring and reporting, encumbered expense tracking and pipeline analysis for presentation to UNFPA per their requirements).
 - Provide technical assistance to the Executive Director of the Secretariat in the selection of an independent local accounting firm which can aid the Secretariat with monthly analysis and reporting per UNFPA requirements.

IV. Levels of Effort and Timeframe

Levels of effort (LOE) for this technical assistance are still being developed by FPMD and will depend on both the availability of funds from USAID and the desires of Partners to pursue the plans outlined herein. Preliminary LOEs and timeframe, as currently planned, include the following (keyed to the activities outlined above).

1. Identification and classification of features of member country programs

Sallie Craig Huber, Technical Director of the FPMD Project, expects to be in Dhaka from August 10-30, 1997. Approximately 6-8 days of this time will be dedicated to working with one of more local consultants and the staff of the Partners Secretariat to develop preliminary country assessment guidelines, directing and participating in the collection and analysis of data, and finalizing the guidelines for use elsewhere.

Two other country case studies, of approximately 2 weeks duration each, will be carried over the following 4-6 months with participation from Partners Secretariat staff, in-country consultants and one FPMD/MSH staff person.

2. Establishment of an information exchange strategy

Kim Austin, FPMD Electronic Communications Manager, will travel to Bangladesh in August for one week to work with Secretariat staff on developing the information exchange needs assessment and strategy. Based on the results of this visit, staff of FPMD's Publications and Communications Unit will develop a needs assessment survey questionnaire in Boston. The collection and analysis of data will be undertaken from Boston, again with input from Secretariat staff, during the months of August and September. Conclusion of Phase 1 activities and finalization of the strategy paper will be carried out during a workshop for selected Partners country representatives. The workshop will be facilitated by FPMD staff during the last quarter of calendar year 1997. The overall LOE for FPMD staff during Phase 1 of this activity will be determined, in consultation with Secretariat staff and depending on the details yet to be worked out regarding travel.

3. Development of policies, procedures and practices related to personnel, finance, accounting and procurement systems for use by the Secretariat.

Melanie Powers, FPMD Director of Finance and Operations, and Natalie Gaul, FPMD Senior Financial Analyst, will visit New York to meet with UNFPA/UNDP financial staff to review the financial accounting and reporting regulations with govern the management of the Partners Trust Fund. Ms. Gaul will travel to Dhaka on other FPMD business in late July and early August. She plans to spend the week of August 10-14 with Partners to undertake the tasks outlined above, possibly in collaboration with one local financial consultant.